

The  
Management  
University  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**BDS 314 : PROJECT MONITORING AND EVALUATION**

**DATE: 8<sup>TH</sup> DECEMBER 2017**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

**THE SHAH ALAM MEDICAL CENTER**

The senior management of Shah Alam medical center decided to procure and implement a new system that would reduce the cost and improve the value and service of its employees benefits coverage. The new system will have to meet four goals: improve responsiveness to employee needs, added benefits flexibility, better cost management, and greater coordination of human resources objectives with business strategies. A multifunctional team of 13 members was formed with representatives from the departments that would rely most on the new system-Human Resources(HR),Financial systems(FS),and Information services(IS).The team would ensure that the departments needs would be met. The team also include six technical experts from the consulting firm of Hun and Bar software(HBS).

Early in the project a workshop was held with participants from Shah Alam and HBS to clarify and finalize project objectives and develop a project plan, milestones, and schedule. Project completion was set at 10 months. In that time, HBS had to develop and supply all hardware and software for new system; the system had to be brought on-line, tested, and improved; HR workers had to be trained how to operate the system and load the existing employee data; all Shah Alam employees had to be educated about and enrolled in the new benefits process; and the enrollment data had to be entered on the system.

The director of FS was chosen to oversee the project. She had the technical background, and had previously worked in the IS group in implementing Shah Alam's patient care information system; everyone on the team approved of her appointment as the project leader. She selected two team leaders to assist her, one each from HR and IS. The HR requirements and the needs of Shah Alam employees. The IS leader's task was to ensure that the new software interfaced with other Shah Alam system.



Members of the Shah Alam team worked on the project on a part-time basis, spending roughly half on the project and the other half on their normal daily duties. The project managers and team leaders also worked on part time basis on the project, although each gave the project priority. Shah Alam senior management had made it clear that meeting project requirements and time deadlines was imperative. The project manager was given authority over functional managers and project team members for all project related decisions.

(Adapted from Project Management for Engineering, business and Technology 2012)

**Required:**

- a. As an Evaluation expert, identify any five benefits of undertaking pre project evaluation for a such project (6 marks)
- b. Examine any three ethical issues that may guide such an evaluation (9 marks)
- c. From your theoretical knowledge in Evaluation, describe how you will use any two monitoring and evaluation data collection tools in this evaluation assignment (10 marks)

**QUESTION TWO**

- a. Discuss any four purposes of Projects & Programs evaluations (12 marks)
- b. Distinguish between ex ante evaluation and ex post Evaluation (3marks)

**QUESTION THREE**

- a. Analyze any three ways of Evaluation reports utilization (12 Marks)
- b. Distinguish between beneficiary monitoring and situation monitoring as used in the contemporary M & E practice (3 marks)

**QUESTION FOUR**

- a. Describe the process of project quality management. **(9 marks)**
- b. Examine any two-evaluation standards according to the African Evaluation Association **(6 marks)**

**QUESTION FIVE**

- a. Using relevant examples, describe any four requirements an effective M & System in the developing economies **(12Marks)**
- b. Distinguish between needs assessment and social assessment **(3marks)**

**QUESTION SIX**

Design a logical framework matrix for evaluating the just concluded Kitui county water improvement program **(15 marks)**